



AMSC News



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AMSC Commandant
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Dean of Academics

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AMSC News

This is a quarterly online publication that provides a forum that promotes the delivery and development of civilian and military leadership education. An editorial board reviews content prior to publication. Reprints and forwarding of articles from this publication are permitted only if the author and AMSC are credited. AMSC is distributed via a listserve of more than 19,000 subscribers. AMSC is published in accordance with AR 360-1.

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Commandant's Corner

"What is a Leader?"

By COL Garland H. Williams, AMSC Commandant

Welcome back to *AMSC News*! Legendary Football Coach Vince Lombardi once said, "Contrary to the opinion of many people, leaders are not born, leaders are made, and they are made by effort and hard work."...

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By Leo F. McArdle, Jr., Ed.D, Continuing Education for Senior Leaders Director

Born in Dunfermline, Scotland, on November 25, 1835 the son of a failed linen weaver and Carnegie immigrated to America in 1848. Self-educated (he barely had a year or two of formal schooling), an avid reader and lifelong learner, he wore high-heeled boots and top hats to disguise his lack of height...

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By James R. Jagielski, President

On behalf of the members of the Alumni Association, I want to congratulate COL Garland H. Williams on his upcoming retirement and to wish him and his family good fortune as he transitions to a new career...

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From left to right: COL Garland H. Williams, AMSC Commandant, Jim Warner, Army Civilian University President, Steve T. Wilberger, AMSC Deputy Commandant, Arthur P. McMahan, Director of Educational Services, pose for a photo.



COL Garland H. Williams presents a trophy to Deanie Deitterick at AMSC's annual organization day.

Commandant's Corner

"What is a Leader?"



COL Garland H. Williams
AMSC Commandant

Welcome back to *AMSC News*! Legendary football coach Vince Lombardi once said, "Contrary to the opinion of many people, leaders are not born, leaders are made, and they are made by effort and hard work." Whatever your natural leadership ability is at this moment, Lombardi's words indicate that you have a choice. You can invest in developing your leadership skills, or you can allow them to remain as they are now. But it is your choice!

More than 30,000 journal and magazine articles and books have been written about leadership, using many different definitions. One accepted

definition is that leadership is the process of influencing leaders and followers to achieve organizational objectives through change. Another definition is that leadership is the ability to make people do what they would not normally want to do on their own. Ultimately, leadership is that aspect of an individual that influences somebody else to follow his or her example or authority. But how do you become that kind of a leader?

One of the common complaints that we hear at AMSC is the impact that the "green ceiling" has on the adverse development of the Army Civilian Corps. The argument is that the retired military have so many more inherent advantages in operational experience and schooling that they are far more competitive for promotion than the normal Army Civilian who doesn't have prior service; therefore, the retired military are hired at the high end jobs, thus establishing a green barrier to high promotion. Maybe the argument is right – so how do we fix it and eliminate the green ceiling?

I think the correct approach is to overtly use the three domains of development: the organizational (where you work and what experiences you have had), self-development (what you read), and the institutional (what schools you have been to). Combined, these domains have the power to effectively take an individual with raw functional and technical competence and turn them into a force for change.

Organizationally, an individual must have a wide variety of experiences in which to grow as a fully rounded leader. These experiences not only include job variety but also geographic variety. A leader must be able to look at problems from a wide lens, and must be able to view an issue from a background that lends itself to multiple solutions. Job variety indicates growth over time; but geographic variety provides viewpoint diversity that an individual may not get from staying at one post or station for extended periods of time. Bottom line – you have to be mobile both in job selection and in location to fully develop organizationally.

Self-development in simple terms is what you read. A professional is one who studies his or her craft, knows the history and traditions, knows the values, and continually studies to remain current and relevant. Additionally, self development study is progressive, sequential, and deliberate. The Army Civilian is a member of the profession of the Army Civilian Corps and requires the ability to study a wide variety of subjects so that our Nation's defense issues, during this era of persistent conflict, can be tackled with the utmost technical and leadership competence. Bottom line – you have to read and study.

Finally, institutional development, as I stated before, is schools you have attended to further your development and growth. At AMSC, we have attempted to solve this problem for you. Through the Civilian Education System, the Army has designed a progressive and sequential education system to develop our Army Civilian Corps leaders. Its focus is simple – leadership and determining how you develop into a leader and how you influence those around you with positive change.

As an Army officer, I was not expected to learn leadership through osmosis. As I grew in responsibility and authority, the Army brought me into the institutional realm to study – it was not an option and served to develop my leadership abilities in a progressive and sequential manner, consistent with my leadership level and maturity. CES is the same thing for the Army Civilian Corps. It doesn't take the place of your functional training, but provides the leadership baseline for all Army Civilian leaders.

We have always relied on Army

Civilians for their functional and technical expertise. Due to military to civilian conversions, we now rely on them for their leadership expertise. Don't learn leadership by osmosis. Bottom line – you have to come to school and, better yet, I pay for it!

This is my last AMSC News as I will change command and retire at the end of the month. My 28 years in uniform have been an absolute pleasure, and the

chance to be the commandant of the Army Management Staff College for the last three years has been icing on the cake.

As I retire and look for my transition job, my goal is simple. I want to compete with career Army Civilians simply upon my merits. I don't want the green ceiling to come into play. Therefore, I urge the Army Civilian Corps to do three things to make this happen – become operationally diverse, read about your profession, and attend school. All of these options are now wide open for the Army Civilian Corps. If you want to compete on an equal playing field with me, take the time and effort to fully develop yourself into a leader. Again, Lombardi said that "leaders are made." Are you up for the challenge? Take care, and good luck in your continued development – I hope I see you in the future.



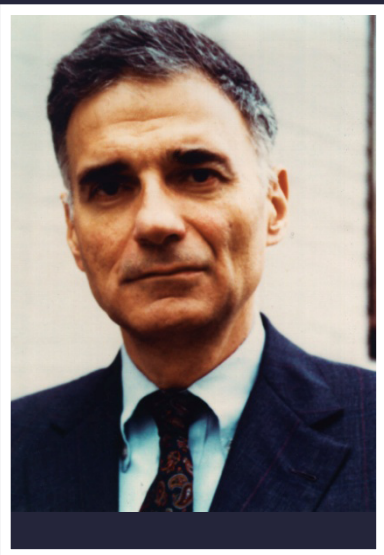
COL Garland H. Williams, AMSC Commandant, hosts one of many ceremonies during his command.



AMSC group photo October 2008



COL Garland H. Williams welcomes guest and attendees to the 2009 AMSC Symposium.



"The function of leadership is to produce more leaders, not more followers."

--Ralph Nader

A Leader's Personality

By Pamela Raymer, Ed.D
Dean of Academics



Pamela Raymer, Ed.D
Dean of Academics

Countless books on leadership provide descriptors that define a good leader. Jones and George (2004) offer five general personality traits of a good leader. They include: 1) extraversion, 2) negative affectivity, 3) agreeableness, 4) conscientiousness and 5) openness to experience.

Extraversion is described as the tendency to be positive, to feel good about oneself and the world in general. Those who are high on this scale tend to be very sociable and friendly. Negative affectivity is described as the tendency to experience negative emotions – to feel stressed and judgmental of others. Good leaders would want to score low on this scale.

Agreeableness is the tendency to be able to work well with others. Leaders high in this category are perceived as being very likeable. Conscientiousness is described as the tendency to persevere – to achieve and produce. Leaders high in this category are self-disciplined and self-starters. Leaders high on the scale of openness to experience are not afraid of change. They are willing to take risks.

People with attributes from the first three categories can be characterized as those who have an overall positive view of themselves, work and the world. These three categories may make a leader popular but must be combined with the others to make an effective leader. Some leaders want to be so well-liked that they ignore the importance of the other attributes of a strong leader. Without discipline, without initiative, a leader will not achieve the mission of the organization.

Oftentimes this is not popular. A strong, effective leader must make things happen - they must lead others to produce. Idea people are important to an organization but ultimately it is the "producers" who get the job done and contribute to moving the organization forward.

The final category, openness to change is also critical to an organization. A leader must be comfortable with change. In Diffusion of Innovation Everett Rogers categorizes adopters of change into five categories. Innovators make up 2.5 percent of the population, Early Adopters 13.5 percent, Early Majority 34 percent, Late Majority 34 percent and Laggards 16 percent. Leaders high on the openness scale would certainly fall in the top 15 percent of Rogers' scales.

It is easy to lead people when things are going well and when change isn't a part of the equation. A strong leader is truly defined by getting people to do the things they don't want to do and are unfamiliar with but are essential to the mission of the organization.

The bottom line – be positive, especially when things are not going well, be an initiator and produce and finally, be willing to take risks.

Jones, G.R. & George, J.M. (2004). Essentials of contemporary management.

Rogers, E.M. (1995). Diffusion of innovations.

Note from the Editor

By Jennifer Spangler
Assistant Marketing Specialist

Do you feel there is a need to train our Army Civilian Corps?

As a daughter of an Army Soldier, a sister to two more, a friend to others, and a supporter of all – I strongly believe the Army Civilian Corps should be as confident and educated as possible when working side by side with these men and women. On the front line or behind the scenes, we are there to ensure the safety and protection of our Soldiers.

I work as an Army Civilian to support the Army, my Dad and my brothers who are risking their lives for our freedom. Why are you an Army Civilian? Let's not lose sight of what we are really here for. Attending training is not for us; it is for them.

The Civilian Education System (CES) is the key to developing ourselves and becoming stronger leaders to be better for the Army. By attending CES, you will receive education equivalent to the type of education our military leaders receive. This education gives civilians, like me, the tools necessary to provide our Soldiers the unwavering support they deserve.

The Army Civilian Corps Creed starts by stating, "I am an Army Civilian – a member of the Army team. I am dedicated to the Army, its Soldiers and Civilians." Get out there, sign up for CES, and live up to the Army Civilian Corps Creed.

I welcome your thoughts on how you provide support to those men and women in uniform, like my Dad and brothers.



Jennifer Spangler joins her father LTC Walt Spangler III (left) for a photo at her brother SPC Stephen Spangler's (middle) Basic Training Graduation.



From left to right: Jennifer Spangler, her brother CPT Walt Spangler IV, her father LTC Walt Spangler III, and her brother SPC Stephen Spangler pose for a photo at CPT Walt Spangler's Commissioning Ceremony.

“Leaders have an impact, and how that impact is perceived defines the leader.”



Angela Pederson
IMCOM
Fort Carson, CO

Read All About It - Intermediate Course Distributed Learning Project

By Karen Spurgeon
CES Intermediate Course Professor

Grounded in the philosophy that identified adult learning principles and established the original correspondence courses, online learning has experienced exponential growth and interest over the last two decades. The Army is no stranger to either technique and is continually creating new models to satisfy the atypical requirements in delivery, structure, and availability for its unique community.

The Army Management Staff College (AMSC), as an icon for Army civilian leadership development, takes this responsibility seriously, and alongside the Army continues to develop and provide exceptional on-line learning opportunities to students . . . past, present, and future. Because of the global nature of the Army civilian network, the ability to provide asynchronous learning (where the student and teacher are separated by space and time) is quite invaluable.

As restrictions to resources become more apparent, AMSC realizes that the continued delivery of cutting edge online instruction requires them to refocus on the content and to upscale their model. Aligning their identified leadership competencies with those leadership competencies recognized by the Department of Defense in March 2008, the AMSC Intermediate Course is revolutionizing the existing online delivery model and bringing the next generation of distributed Learning to the Army Civilian Corps.

The AMSC Intermediate Course (IC) distributed Learning program challenges students' intellect with stimulating research questions, faculty presentations, historical connections, and interactive assessments. AMSC recognizes that the leaders of the future must be agile, creative, and critical thinkers, and clearly expects students to demonstrate this in their work. This demands AMSC students to assume responsibility for their own learning, while delving into challenging real-world scenarios.

Scheduled to go “live” in December 2009, this course will be available for both self-development and as a prerequisite for attendance in the resident phase at the Fort Belvoir campus. The Intermediate Course faculty invite you to join them in a knowledge expedition on learning and leading—online.

Please visit our home page at www.amsc.belvoir.army.mil to watch a video with AMSC Intermediate Course Professors, Joe Moore and Fred Seeger, as they discuss for you the unique features of this distributed Learning program.

Listen To Lead

By Bruce Burslie

CES Advanced Course Director

Kenneth Blanchard, author of the “One Minute Manager,” and a recognized leadership and management expert said, “The key to successful leadership today is influence, not authority.” In the military, leaders are called Commanders not Influencers. However, I believe Blanchard may have a point. True leaders influence and inspire their followers. One can compel subordinates by commands but use of rank and position does not make one a leader. The result of pulling rank and using command authority is usually passive aggressiveness. “Yes, sir, yes, sir, three bags full sir, but I will make you pay later, sir.”

Leadership is persuading others to do the things the leader thinks are best to do. If Blanchard is correct then a leader’s style of communication is crucial. Listen to the words that the leader uses and you will quickly discover the attitude of the leader. What is the difference when a leader states, “I want to speak to you” rather than “I want to speak with you?” Does one have a different impression or opinion of a leader willing to engage in dialogue?

The key to communication may not be what one might first think it is. Most people would probably say that a good communicator is one who speaks well. There is another communication skill leaders often overlook, listening.

The premise of this article is that listening is the leader skill that makes or breaks good communication. You cannot lead others unless you listen to them. Try this little experiment the next time a leader is speaking. Ask yourself how much of the discussion is one way? Are participants really listening or are they just waiting for an opportunity to make their point?

Listening is a skill and an art. The problem is everyone is so busy sending that few people are receiving. Information Technology is wonderful but it poses a danger. The danger is that we become so involved with the technology that we forget that the basic reason for communication is human relationship.

Information Technology can actually limit a leader’s ability to lead and communicate. Research demonstrates that only 7 percent of our communication is conveyed in the words we use. “The quality of our voice and our tone of voice account for 38 percent of what we communicate. Fifty-five percent of our personal communication is related to body language, i.e. the use of eye contact, gestures and facial expressions. What do these percentages signify for a leader? If you depend on anything other than personal encounters with your followers, you are missing at least 55 percent of the potential communication. Leadership cannot be done from a computer.

If you want to influence and lead your people, engage them personally. While engaging your people, remember that we were given one mouth and two ears. If you find that you are talking more than listening, stop talking and start listening. Try to understand your subordinate’s point of view before stating your own opinion. You will be amazed how this one communication skill will change the command climate. To be a good leader, one must be a good listener.

“A good leader recognizes [his] inadequate skills and builds them up by reading, learning and asking others for input.”



Allan E. Soper
251st Signal Detachment,
Yongsan Army Garrison
Seoul, Korea

"A good leader will care about [his] people, keep things simple and make them fun, create STAR employees and tackle the task at hand so the mission ultimately gets accomplished."



Miguel A. Ortiz
AG-1, Civilian Human
Resources Agency
Civilian Personnel Advisory
Center
Fort Buchanan, Puerto Rico

Editor's Note:

COL Garland H. Williams, AMSC Commandant, will retire on July 31 after serving 28 years in the Army.

COL Stevenson L. Reed, currently Director of Ballistic Missile Defense System Operational Test Agency with duty at Huntsville, AL., will assume command on July 31.

To watch the full interview, please visit our home page at www.amsc.belvoir.army.mil.

Commandant's Parting Thoughts

By Jennifer Spangler

Assistant Marketing Specialist



So this is it, the end of your command at AMSC. How does that make you feel hearing that?

When I was asked by General Warner on behalf of General Petraeus to come to the college, I really didn't know what I was getting into. And then when I was exposed to AMSC, the mission here – half the mission doing the Civilian Education System

and the other half doing Command Programs, for me it was a great fit. We completely transitioned from the legacy courses that we had up to about 2006 into our current CES offerings. I think we're doing the right thing for the Army. Command Programs – we continue to evolve because IMCOM has evolved in the three years that I've been here, so we're trying to keep up to make sure that our Garrison Commanders and our Sergeants Majors and General Officers are as best prepared to lead their towns – the installations out there in the Army – as they can. So it's a little sad. It's going to be 28 years.

What do you feel has been your biggest accomplishment, since you've been here at AMSC?

When I came in here, my boss at the time, General O'Neil said to launch CES. We got it launched, and brought in Dr. Raymer who's an expert in learning theory and education. And, I think we have a program that is to rival any leadership program out there for what we're trying to do. The only reason we do this job is to support that Soldier or that Civilian downrange. So, we have to teach them to be able to lead in terms and times of ambiguity and uncertainty. Using CES and using the inquiry-based learning, we put them [students] in an academic uncertainty, so that they can learn to perform with a little bit of pressure. It is not a mental ranger school, but it is meant to be tough. But that's a tough question because on the other side of the school with Command Programs... We are trying to prepare these Garrison Commanders and Sergeants Majors who have always been tactical, who have blown stuff up for a living, and we have to change their mindset to be city managers and mayors - to be the generating pace to take care of those Soldiers downrange and take care of their families while the Soldiers are downrange.

What are you parting thoughts?

You have to come in with a mindset that you're going to take a few things that you want to try to accomplish in your three years because organizational change takes a lot of work and you know in your time you're really renting the unit, if you will. But you also want to make sure you turn it over to the next guy in the best shape possible. Colonel Reed that's coming in – I talked with him on the phone. He's excited. He will have some challenges. I haven't solved everything, and all the great accomplishments we've had over the last three years is not due to me. It's truly due to the AMSC staff and faculty. We do establish continuity, and we can see projects from the beginning through the end. The Commander may not see it because he'll be in and out in two or three years, but the key civilians will see it because they will have been here for a long time. That's a way we'll make CES the best thing for that individual civilian and also for the Army as a whole. Command Programs – the same way, the faculty that are in Command Programs have extensive experience doing this as an operator, and now they get a chance to pass on this experience being faculty.

Leader Development - An Investment Not a Cost

By John Plifka
CES Basic Course Director

I was recently accepted to the U.S. Army Training and Doctrine Command's 2009 Senior Leader Development (SLD) Program, and since have been surprised by how many people I've talked with that know nothing of such a program(s). The TRADOC SLD supports the TRADOC Civilian Leader Development Program by providing a centrally funded and managed training program to develop civilian leaders able to lead and manage change, think strategically, and represent the Army across organizations. It is a two year program, very similar to the Army Senior Fellows Program for high potential, Army civilian employees in GS-14/15 or equivalent positions, have career status, and serve in permanent competitive appointments. TRADOC's SLD program is comprised of a variety of training instances, short-term, long-term, and developmental assignments and provides continued development of senior leaders after completion of CES courses or equivalent.

The Army, as well as many commands within the Army, has taken the initiative to design and develop their own programs similar to the TRADOC's SLD program to meet the needs that don't necessarily fit within CES. With that realization, my advice to all leaders is to become more active and search for the possibilities that may be out there. I have told thousands of students over the years that opportunities don't typically come knocking on our doors but we have to actively search for them.

A great place to start is your immediate supervisor. Ask them about programs that they may know that exist. If this doesn't work, another great place to check is Civilian Personnel Online's Army Civilian Training Education and Development System (ACTEDS) catalog. If your supervisor or the ACTEDS catalog doesn't work, another place to check is with your organizational training officer or coordinator. After talking with other applicants and through my own experience, there are some fundamental issues to consider when applying for programs. The next page has some tips to consider when applying for developmental programs at any level.



"Your greatest resource is
your time."

Brian Tracy

Leader Development Tips

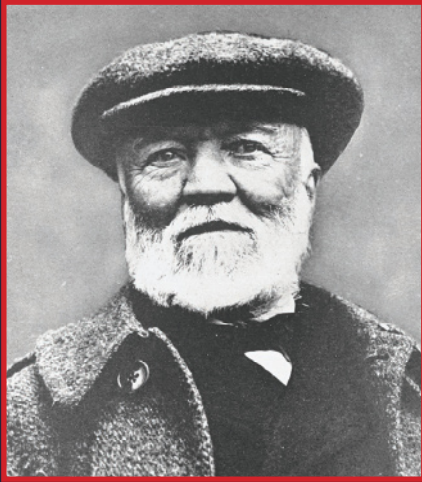
- Consider your goals: Consider how a particular program may align with your professional and personal goals. Most of us have an Individual Development Plan (IDP) which can help focus our goals. If not, then time spent considering where you want to be in one, five or ten years may be worth the investment.

- Recognize the challenges: For each of us this is different and requires some reflection. Consider the nature of your occupation, timelines, your family situation, and the size of your organization, etc. Awareness of your challenges makes it easier to plan and submit a strong package.

- Understand and gain organizational support: Ensure you have your organization's support. This should be accomplished prior to the chain of command learning of your intentions when your application lands on their desk.

- Highlight cost vs. investment: Underscore the return on investment that your organization as well as the Army receives from your attendance. This can be challenging because return on investment can be intangible and hard to measure, but leaders value such returns in the long run.

- Time management: Building and submitting a package requires significant time and adequate planning. Backwards planning is an effective technique. Start with the submission date and develop milestones from that date backwards. Incorporate enough time to discuss with your leadership, write, review, edit and submit early.



"No man will make a great leader who wants to do it all himself or get all the credit for doing it."

Andrew Carnegie

Andrew Carnegie Aphorism

- A) To spend the first third of one's life getting all the education one can.
- B) To spend the next third making all the money one can.
- C) To spend the last third giving it all away for worthwhile causes.

"People who are unable to motivate themselves must be content with mediocrity, no matter how impressive their other talents."

Andrew Carnegie

The Scottish Giant, a True Leader and an Authentic American Hero

By Leo F. McArdle, Jr., Ed.D

Continuing Education for Senior Leaders Director

Born in Dunfermline, Scotland, on November 25, 1835, the son of a failed linen weaver, Andrew Carnegie immigrated to America in 1848. Self-educated (he barely had a year or two of formal schooling), an avid reader and lifelong learner, he wore high-heeled boots and top hats to disguise his lack of height (he was scarcely 5 feet, 3 inches). One of the most famous classical music venues in the United States and a university that is renowned for national and international leadership in higher education (which continues to be known for solving real-world problems, interdisciplinary collaboration and innovation) as well as being one of the premier robotics schools in the nation, bear his name.

By 1901, when he sold his interest in Carnegie Steel to J.P. Morgan, Carnegie was arguably the richest man in the world. In 2008, Forbes ranked Carnegie as the second richest man ever, with a net worth of \$298.3 billion in 2007 dollars. In comparison, Bill Gates ranked 20th on that same list. And, to this day, we pronounce his name improperly. Accurately pronounced /kar` neigi/, we call him Andrew Carnegie /kar` nagee/, as in Carnegie Hall and Carnegie Mellon University (formally Carnegie Technical Schools and then the Carnegie Institute of Technology).

Upon retiring in 1901, Carnegie spent his remaining years trying to give away his vast millions as well as devoting himself to world peace. A Scotsman in America, an American in Britain, businessman, capitalist, steelmaker, author, philanthropist, peace activist and a man of letters, Carnegie wore many hats. On August 11, 1919, (at the age of 83) Andrew Carnegie, the motivator of motivators died.

If you want to know more about the Scottish Giant and his style of leadership and motivation, I suggest you read Andrew Carnegie by David Nasaw. If you want to know more about leadership in the Army and how you can stay current on being a motivator of the Army Civilian Corps, I suggest you look at CESL. Eligibility to attend CESL has changed; you now only need ONE year (not 3) from the time you complete the Advanced Course or a senior service school to attend CESL. Check out CESL and our other CES offerings at www.amsc.belvoir.army.mil.

Nasaw, D. (2006). Andrew Carnegie. New York: The Penguin Press.

Cole, R.A. (2001). Issues in Web-based Pedagogies. Greenwood Publishing Group.

AMSC Faculty on the Cutting Edge of Army Education

By Lisa Rycroft

Director of Faculty and Curriculum Development

The Army Management Staff College Dean of Academics and Director of Faculty Development presented AMSC's approach to curriculum design, delivery and faculty development at the Army's First Training and Education (TED) Summit in Newport News, Va.

In support of the effort to rewrite U.S. Army Training and Doctrine Command (TRADOC) Regulation 350-70, the governing guidance for all Army training and education, and the associated pamphlets, AMSC had a role in the inclusion of curriculum design models that are not traditionally found in Army training. The evolution of the CES course curricula to an inquiry-based approach called for a renewed and holistic approach to faculty development, and is based on faculty competencies.

The most effective faculty have the following competencies, among others: Communicate effectively, update and improve one's professional knowledge and skills, stimulate and sustain learner motivation and engagement, demonstrate effective facilitation and questioning skills, provide clarification and feedback, and assess learning and performance. AMSC faculty place a high priority on enhancing these competencies, as well as many others. They attend courses and workshops in between their busy schedules in the courses they teach. They make presentations at professional conferences and conduct research and publish the results to improve the body of knowledge in both leadership and education.

All of these activities are part of the overall AMSC Faculty Development and the Research and Development programs. The faculty of the Army Management Staff College exhibit the value of the importance of lifelong learning, which is exactly what is expected of all Army leaders.

"In today's society with all of our generational and cultural differences, it takes an open-minded and a creative thinker to be a great leader."



Tracy Hankinson
U.S. Space and Missile Defense
Command/ Army Forces Strategic
Command

**Contact the AMSC Alumni
Association**

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Alumni Association Update

By James R. Jagielski
President

On behalf of the members of the Alumni Association, I want to congratulate COL Garland H. Williams on his upcoming retirement and to wish him and his family good fortune as he transitions to a new career. I want to thank him for his support in renewing interest in the Alumni Association. Good Luck COL Williams!

In this article, I want to build upon Williams' words of "What is a Leader?" In his article, he addressed three domains of development. I want to focus on self-development and relate it to the purpose of the Alumni Association.

So why join the Alumni Association? It is for professional development and "what you read." In this vein of thought, how can the association help you in professional development? The association can help you by: Networking with professionals; becoming a part of an effective communication forum in developing the interests of the Army Civilian Corps; understanding how your profession is working in your organization and regional area; being aware of what is current and relevant in your functional area and the entire Army civilian community; undertaking local professional development opportunities; and socializing with your peers.

What have we accomplished over the past months? We have updated Association financial and administrative records . . . but more needs to be done. Marty Salyars, College alumnus, has started to construct a website. You can check it out at <http://amscalumni.org>. Give us your ideas of what you want in it for content. We have co-sponsored with the College the reopening of the newly renovated Thayer Hall. You may not know, but a percentage of the memorabilia sale profits go to help resource the library. The entire building is "anew."

We still need volunteers to serve as secretary/treasurer, membership, program coordinator, and committee chairs (historian, public affairs, recruiter and event coordinator. Our goal is to communicate with and to organize more activities for our members).

Before I sign off, if you are a LIFE member or have been a past ANNUAL member, and we have lost track of you, give us a chance to reconnect. Send us an email, a note or call us. We want you back in the Alumni Association.

I welcome your ideas, suggestions and ways to make the association an integral part of supporting the Civilian Education System and Army Civilian Corps.

Power of Leadership Wisdom

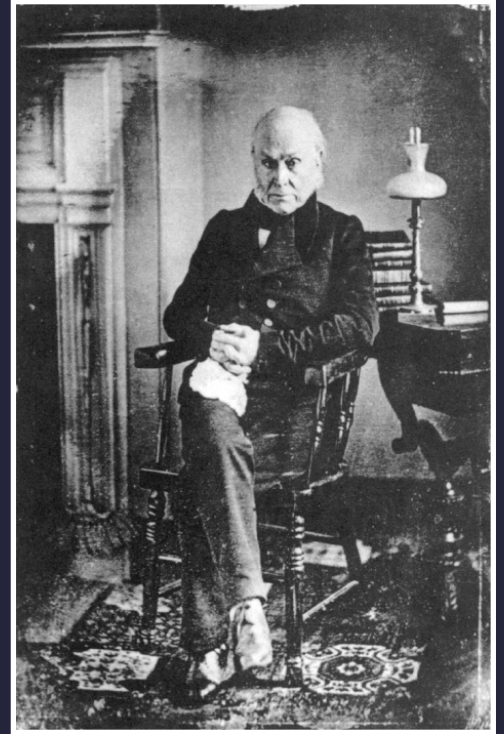
By Deanie Deitterick
Editor

If you're an Army leader, leadership is not just a function of your job; it is your job. When you become a leader, in most instances, your functional area of expertise takes second stage to your leadership skills and responsibilities. Yes, you do still need to maintain knowledge in your functional area, but as a leader, you may be guiding followers within various functional areas. Since you cannot become an expert in all the functional areas in which you charge, your leadership skills, knowledge, and experience are vital to the success of the organization and to your own professional success.

Learning how to take charge, when necessary, and learning how to relinquish power will require you to draw upon those leadership skills, knowledge, and experiences. Minneapolis Assistant Fire Chief, John Freutel (who successfully lead the emergency rescue of many on August 1, 2007 when a highway bridge collapsed over the Mississippi River) said, *"When you're in command, I've learned, the most important lesson is: take a deep breath."* You don't have to micromanage. Stand back and let your followers do their jobs, and only step in when it's necessary to change the plan or course of action. Always remember that if you are a good, sound leader, your followers are usually doing their best, so be there with your support when things are going well and even more so when they are going not so well.

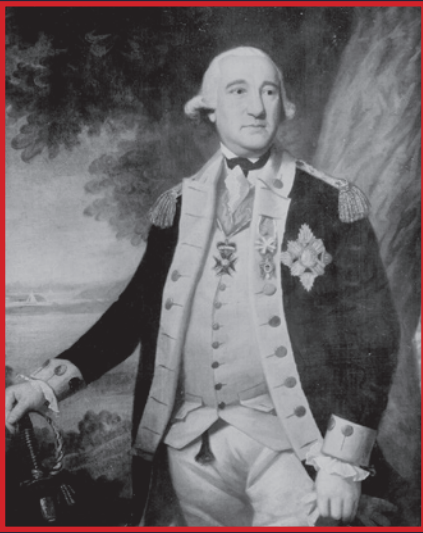
Investing in yourself as a leader will enhance the organization, your followers, and the mission at hand. Learning how to lead is not a one-time event . . . it is a lifetime endeavor. Set that example in your organization, and that will encourage your followers to do the same. Captain Chesley "Sully" Sullenberger III of US Airways Flight 1549 (who saved all 155 passengers in a splashdown into the Hudson River on January 15, 2009) said, *"One way of looking at this might be that, for 42 years, I've been making small, regular deposits in this bank of experience: education and training."*

Are you making small deposits into your bank of experience? Are you letting your followers make their deposits by letting them attend functional and leadership training events? Your organization, your followers, and your own personal success will see great dividends and become richer in the future for the deposits that you make now in the *"Bank of Experience: Education and Training."*



"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams



"The genius of this nation is not in the least to be compared with the Prussians, the Austrians, or French. You say to your soldier, 'Do this,' and he doeth it, but I am obliged to say, 'This is the reason that you ought to do that,' and then he does it."

Friedrich von Steuben

Friedrich Wilhelm von Steuben

By Buddy Wooten

Civilian Leader Development Professor

For those knowledgeable of the Revolutionary War, the name von Steuben reminds us of the first Inspector General of the Army. In 1777, the American envoy to France, Benjamin Franklin, recommended Friedrich Wilhelm von Steuben to the American Congress and to George Washington, the Commander-in-Chief of the Army of the Revolution, for service in the Continental Army. When von Steuben reached Washington's Army at Valley Forge, I wonder what he must have felt when he accompanied Washington and beheld the wretched half-naked figures clothed in dirty blankets complaining of no pay, no provisions, and little clothing! After three days, Washington wrote to Congress of von Steuben's abilities and entrusted him with the training of his Army.

Von Steuben realized that the main reasons for the sorry state of the troops were the lack of organization, discipline, and uniformity; yet, on the other hand, the American Soldiers' resolute devotion and dedication to the cause of freedom gave them a firm moral strength sufficient to overcome the greatest difficulties. There were no regulations and he spoke no English. He devised basic training regulations and spent his nights writing individual rules in French; they were in turn translated and duplicated so that hand-written copies were available to Army instructors. He found the American Soldiers' ways of thinking were different from their European counterparts – things had to be explained and then proved why they were done in a certain manner. The conditions of the Army steadily improved, and von Steuben earned the trust and respect of his men. A letter of appointment signed by the President of Congress stated, "We, reposing especial Trust and Confidence in your Patriotism, Valor, Conduct and Fidelity, Do, by these Presents, constitute and appoint you to be Inspector general ..." In The Regulations for the Order and Discipline of the Troops of the United States, von Steuben wrote "a captain knows no higher aim than the welfare of his men, who have been entrusted to him by the State; to possess their confidence is the greatest reward for devoted service."

Von Steuben lived the Army values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. CES students see examples of these in the great American heroes from the past – one of which was Friedrich Wilhelm von Steuben who utilized critical thinking skills and planning to improve our Army and the lives of Soldiers and American citizens.

A Patriot and an American citizen, Friedrich Wilhelm von Steuben, died on November 28, 1794, near New York.

Ueberhorst, H. (1981). Friedrich Wilhelm von Steuben. Munchen, FRG: Heinz Moos Verlag.

AMSC is committed to Service

By Evette Muschett
Instructional Systems Specialist

AMSC is making a difference in communities around Fort Belvoir and the community of Dumfries, Va. at the Action in Community through Service (ACTS) Transitional Shelter. This program is a 15-bed temporary home to men, women and their children. With the assistance of food donations, they also provide hot meals for the families.

AMSC is working to support the ACTS Transitional Shelter the second Sunday of every month for one year by providing dinner for the families. We are making a difference in the lives of the families that reside at the homeless shelter during these tough economic times.

AMSC cuts the ribbon for Thayer Hall

By Albert Baier
Office Automation Technician

The Army Management Staff College hosted a ribbon cutting ceremony for the reopening of Thayer Hall on June 24—marking a milestone in the college's history.

At the ceremony, Fort Belvoir employees gathered around Thayer Hall with the college's faculty and staff to learn about its rich history, visit with exhibitors, and enjoy a free lunch.

Thayer Hall's renovations include eight new offices, two additional classrooms, an improved library and a state-of-the-art fitness center for AMSC's staff, faculty and students.

The ceremony kicked off with remarks by Fort Belvoir Historian Gus Person, who highlighted the building's history.

The building, which was then an engineer school library, was named after Sylvanus Thayer on April 13, 1959. Sylvanus Thayer had an extensive career in engineering spanning from West Point to Army Corps of Engineers. Sylvanus Thayer's legacy remained with the building when AMSC moved there in 1992.

COL Garland H. Williams, AMSC commandant, said it was interesting that the building was named after Sylvanus Thayer because he was an innovator in education just like AMSC. Williams said that AMSC is working at both ends to make the Army Civilian Corps the best that it can be and make sure garrison commanders, sergeant majors and general officers know how to run the Army's installations properly for our Soldiers.

"That is innovation, that is lifelong learning and that is really in the legacy of what Sylvanus Thayer was all about," Williams added.

Williams said it's always important to recognize good work and did so by recognizing the hard working staff members and contractors who overcame many challenges to make the building what it is today. Williams also extended his gratitude to the AMSC Alumni Association for sponsoring the event.

At the conclusion of the ceremony, Pamela Raymer, Ed.D, dean of academics; Steve Wilberger, deputy commandant, and Steve Wade, facilities manager, joined Williams to cut the blue ribbon outside of Thayer's Hall's front door. After cheering and applause, everyone gathered around the canopies for free hot dogs. Visitors also had the opportunity to join AMSC's faculty and staff for tours of the building and visit with Fort Belvoir exhibit representatives from Barden Education Center, Safety Office, and Family, Morale, Welfare and Recreation.



Pamela Raymer, Steve Wilberger, Steve Wade, and COL Garland H. Williams cut the ribbon for the re-opening of Thayer Hall.



Pamela Raymer, COL Garland H. Williams, Steve Wade, and Steve Wilberger cut the ribbon cutting ceremony cake..



We welcome your feedback.
Send us your comments and questions.
E-mail us at
amsnewsletter@conus.army.mil

Registrar Corner

Submit your CES application today. The FY10 1st quarter schedule is now available in the Civilian Human Resource Training Application System (CHRTAS). Visit the CHRTAS website at <https://www.atrrs.army.mil/channels/chrtas>

Basic Course (BC)

Course#	Course Dates	App Deadline	Location
BC 10-001	19 Oct - 30 Oct 09	20 Aug 09	Leavenworth
BC 10-002	2 Nov - 13 Nov 09	3 Sep 09	Leavenworth
BC 10-003	7 Dec - 18 Dec 09	8 Oct 09	Leavenworth
BC 10-004	4 Jan - 15 Jan 10	5 Nov 09	Leavenworth
BC 10-005	25 Jan - 5 Feb 10	26 Nov 09	Leavenworth
BC 10-006	22 Feb - 5 Mar 10	24 Dec 09	Leavenworth
BC 10-007	15 Mar - 26 Mar 10	14 Jan 10	Leavenworth

Intermediate Course (IC)

Course#	Course Dates	App Deadline	Location
IC 10-001	2 Nov - 20 Nov 09	3 Sep 09	Belvoir
IC 10-002	30 Nov - 18 Dec 09	1 Oct 09	Belvoir
IC 10-003	11 Jan - 29 Jan 10	12 Nov 09	Belvoir
IC 10-004	8 Feb - 26 Feb 10	10 Dec 09	Belvoir
IC 10-005	8 Mar - 26 Mar 10	7 Jan 09	Belvoir

Advanced Course (AC)

Course#	Course Dates	App Deadline	Location
AC 10-001	5 Oct - 30 Oct 09	6 Aug 09	Belvoir
AC 10-002	1 Feb - 26 Feb 10	3 Dec 09	Belvoir

Continuing Education for Senior Leaders (CESL)

Course#	Course Dates	App Deadline	Location
CESL 10-001	2 Nov - 6 Nov 09	3 Sep 09	Belvoir
CESL 10-002	25 Jan - 29 Jan 10	26 Nov 09	Belvoir
CESL 10-003	26 Apr - 30 Apr 10	25 Feb 10	Belvoir
CESL 10-004	2 Aug - 6 Aug 10	3 Jun 10	Belvoir

WORD SEARCH

B C B G H A L Z A R M Y A Q R
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Word Bank

LEADER	KNOWLEDGE	INVESTMENT
PRINCIPLES	INTERMEDIATE	ARMY
DEVELOPMENT	POWER	COL WILLIAMS
	EDUCATION	MANAGEMENT

AMSC Hails and Farewells

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